

August 23, 1991

Ms. Hilda Rosario  
Executive Director  
ASPIRA, Inc. of New Jersey  
390 Broad Street  
Newark, New Jersey 07104

Dear Ms. Rosario:

Enclosed is a summary of the Board's review of your performance which took place on June 18, 1991. This report is brief in that it presents conclusions regarding your strengths as well as areas needing improvement.

I Strengths

1. You are a dedicated and hard-working Executive Director. This fact is evidenced by, among other things, the following:
  - a) the many and productive hours you work at the office;
  - b) the number and quality of materials; i.e., publications and reports produced by your office;
  - c) the number of proposals for program and general operating needs generated by the agency.
2. You are well versed in the complex budgetary and fiscal operations of the agency.
3. You have maintained and supported a dedicated and competent full-time staff, all of whom share your enthusiasm for the agency's mission.
4. Program goals continue to be met and improved upon.
5. You have been able to maintain, in spite of funding source cut-backs, the quality of all program offerings.

II Areas Needing Improvement

1. Consistency in relationships with Board members must be maintained.
2. A mechanism for bringing Board and staff into a more cooperative and effective working relationship must be developed.

Ms. Hilda Rosario  
August 23, 1991  
Page 2

3. The Director's visibility and relationship with constituencies in all areas of the State must be expanded and enhanced. Distribution of lesser tasks to other staff could assist in this area.
4. The Director's goals and objectives must reflect observable and measurable outcomes. The goals should also reflect broad policy initiatives and directions rather than specific program implementation ideas.

The Board is in full support of your leadership. You have done a fine job in the time you have been Executive Director. The areas identified as needing improvement can be worked on; this is to say they are not insurmountable. Your strengths reflect valuable assets to ASPIRA and will help insure its continued success.

Respectfully submitted,

Carlos Hernández  
Vice President for Academic Affairs and Provost

CH/mms  
cc: Ms. Margaret Rosario Rivera